

# CAPACITY BUILDING WORKSHOP: PROJECT MANAGEMENT SERIES



**TARAgam Orchha,  
Madhya Pradesh**

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## 1.0 Background

The PACS Programme is currently in the second year of implementation. Forty two projects have been sanctioned till date for implementation in the six programme states covering 56 districts, 183 blocks and nearly 6637 villages. Several of the projects being a network initiative with a wide geographic coverage, there are forty four civil society organizations which are lead CSOs and 150 CSOs network partners of the programme.

### **The Capacity Building : A Continuous Process**

The thrust of the PACS Programme is strengthening civil society initiatives to assist people living in the poorest and most backward districts to realise their entitlements effectively and sustainably. Thus *Capacity Building* is central to the PACS programme. A part of the strengthening of community members and the network partners are being addressed by the CSOs through the PACS project interventions. The Management Consultants (MC) intends to facilitate institutional strengthening through a series of capacity building initiatives which would bring together all stakeholders for sharing experiences and learnings.

#### **Objective:**

The Capacity Building workshop series aims to arrive at a common understanding of the role of civil society initiatives in the context of the PACS program and beyond through effective partnerships.

#### **Specific purpose of the Workshop:**

1. Facilitate a process of building partnerships (both with MC as well as amongst CSOs) through a long-term of hand holding with CSO partners.
2. Create a platform for CSOs working in the program to come together to share their experiences, expertise and learnings as well as to bring in outside participants for sharing their insights for sustaining project initiatives.

#### **The Approach:**

Based on the learnings, the Management Consultants have identified two broad levels of capacity building:

1. Programme level – where through a series of workshops and seminars the CSO partners and other stakeholders would be brought together for sharing experiences and learnings with a view to form partnerships and networks for sustaining initiatives beyond the programme duration.
2. Project level – where specific theme or issue based capacity building would be initiated at the organisational level.

Some of the initial areas identified in the capacity building series for the CSOs include:

- Project Management
- Information /knowledge management to establish a system of effective communication between the CSOs.
- Sectoral linkages to strengthen the PACS initiatives at the grassroots, and
- Advocacy and inter institutional related issues.

## 2.0 Summary of the Workshop Proceedings

The four major issues that the workshop dealt with were: **(i) the development perspective and role of civil society (ii) project management in the context of PACS (iii) CSOs Capacity Building Needs Assessment and (IV) Financial Management and Reporting.** The workshop also deliberated on the role of DFID and the United Kingdom in supporting development initiatives in India.

Following the inaugural session, seven sessions were organised in the workshop. The sessions were (I) Development Perspective and Challenges (II) PACS Themes in the local context (III) Participatory Exercise (SWOT) on State wise PACS by CSOs (IV) Project Management – LFA Analysis in the Local context (V) Project Management – Indicators and Milestones (VI) CSO Capacity Building Needs Assessment and (VII) Financial Management and Reporting.

The sessions followed by the working group exercises set the background and stimulated the thinking process among the participants on the role of civil society and development challenges to build the capacity of the poor for entitlement realisation.

After the first two sessions, five state wise working groups were formed to do the SWOT analysis on PACS programme. The analyses of the working groups were presented by the working group representatives (*See for details Annexure V*).

**Second day** of the workshop started with a “morning news” that highlighted the previous days experience of the CSOs representatives. One news reporter detailed about the workshop in TARAGram, Orchha to the studio. After this interesting news, the Resource Persons started the session on Logical Framework Analysis (LFA). The LFA exercise was intended to develop the project objectives importance of understanding the root of problem was highlighted. It was further elaborated through participatory problem tree analysis exercise (*See Annexure V*). After this, five working groups were formed to develop project proposal on the identified developmental issues in the form of LFA. Later, it was presented by the group representatives.



***Morning news presented by participants***

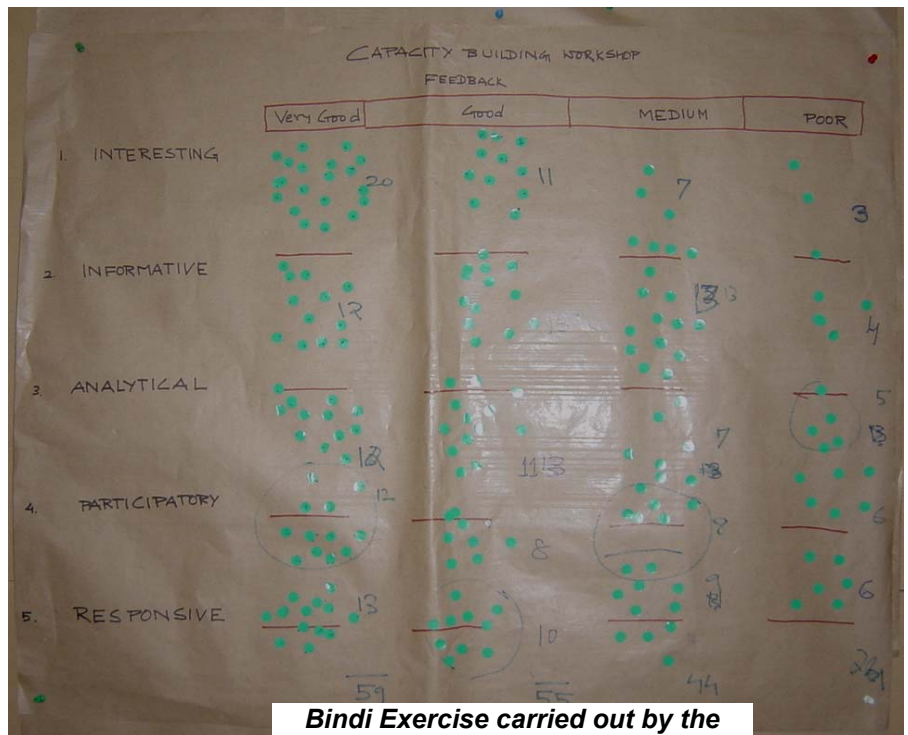
The next session was on developing indicators and milestone on soft issues. The Resource Person, started the session on the relevance and conceptual clarity between goal, objectives and input indicator, output indicator and process indicator. For group exercise, *Democratic Decentralisation takes root* was developed as the goal and subsequent objective for 50 model villages were developed, outcomes and supporting indicators were developed by the participants.

**Third day** started with the morning news which captured the impact of the sessions on the participants by the Resource Persons into photographs. *Some fell asleep...* however, the discussion after the session helped the participants in formulating realistic project proposals with respect to needs of the society and the capacity of the CSOs to undertake respective social action.

The formal session started by the Management Consultants (MC) on the CSO Capacity Building Needs Assessment. The MC presented on the Capacity Building Framework based on the needs Identified. After the presentation, a group exercise was carried out by asking every participant to give feedback on needs and issues identified in the Framework developed by the MC.

The last session was on Financial Management and Reporting by the MC. The MC presented the financial aspect of Operating Systems Manual. And every query raised by participants was clarified by the MC.

At the end of the session DFIDI representative presented the changing pattern of development i.e. welfare to empowerment; equality to equity and to entitlement. After the session on the financial management, the MC presented on PACS programme management structure (programme and project levels) and the Capacity Building Workshop series. The session concluded with folk songs by all the participants.



**Bindi Exercise carried out by the participants**

To get the feedback from the CSOs, MC distributed feedback form on the first day and on the last day after the session, a feedback exercise was organized (*Bindi Exercise*) to evaluate effectiveness of the workshop. Last day a feedback form was also distributed to all the participants to be filled and posted to the PACS office within 15 days.

### 3.1 INAUGURAL SESSION

After the welcome speech by Mr. H.C. Srivastava, General Manager, TARAGram Orchha and brief on the session by the MC, the Vice President of Development Alternatives Mr. George C Varughese explained the participants about the objectives of the capacity building workshop. He stressed on two important immediate need of the PACS programme i.e. **Monitoring Evaluation And Learnings (MEAL)** system for collective sharing and Capacity Building for sustainable initiatives at the grassroots. He elaborated that the need for capacity building is primarily at three levels i.e. people, infrastructure and institution systems and processes. He concluded by stressing on the collective effort of all the partners to strengthen the programme to achieve the goal of the programme. After this key note, MC asked the participants to share there expectations from the workshop.

### 3.2 Session I: Development Perspectives and Challenges

#### Development Goals (Poverty-Development) by DFID

After the inaugural session, addressing the participants, Dr. Dennis Pain, Social Advisor DFIDI, talked about the interplay between the elements of poverty, DFID India development perspectives and the role of DFID and the UK Government with respect to PACS. He explained the participants the structural arrangement in DFID UK and its role and dedication for combating poverty in the developing countries. He explained about a new initiative “SARBID” (Supporting Action for Rights Based Inclusive Development) by DFID India. Key focus of the programme is i) accountability – to strengthen the voice / demand of poor ii) greater responsiveness – to make the government more responsive for poor and iii) greater transparency. The speech of Dr. Dennis Pain was translated into Hindi by Mr. Girish Menon of DFIDI. After the speech, the participants enquired about regarding long term strategy and focus areas for development initiatives in India by DFIDI, which was explained by Dr. Pain.

#### Role of Civil Society with respect to PACS goal, objectives and impact by PRIA

The Resource Person from PRIA, Mr. Bandopadhyay started his presentation with the concept of civil society and how it evolved in different parts of the world. The presentation also touched upon the evolution of civil society, its structure and various interpretations in the local context. The characteristic features of the civil society in the local context are i.e. sum of individual contribution, collective initiatives and common cause. Later, the presentation dealt with various kinds of civil societies in India and its functions. After this, a detail presentation was made on the experiences and learnings of PRIA, roles, perspective, opportunities and challenges of the civil society. (See Annexure III).

### **3.3 Session II : PACS Themes and the Local Context**

#### **Themes and their interpretation in the context of the programme area by PRIA**

The Resource Person started the session with a brief presentation on urban governance. The highlights of the presentation were on the perspective and strategy for urban intervention. After this, the session focused on social cohesion as a concept and area of development initiatives. The session was participatory and had raised issues and concern of the CSOs on developing strategies for social cohesion initiatives at the grassroots. The presentation highlighted on the problems due to lack of social cohesion and factors promoting social exclusion. The discussion revolved around whether social cohesion should remain as an outcome of the PACS intervention or it should be targeted exclusively. In limited time, the session could not discuss in length. However, need for in-depth discussion on social cohesion was desired by the participants.

### **3.4 Session III : Participatory Exercise (SWOT) on State wise PACS by CSOs**

After a lengthy and intense session, five groups were formed on the basis of the state wise CSO representatives. Madhya Pradesh and Chattisgarh were into one group. Every group were asked to do SWOT of PACS programme with respect to their states. After, one hour of the exercise, every group presented their understanding. The presentation highlighted the strength of the programme. The weaknesses were primarily related to low response of government and lack of awareness among the community members and ineffective PRIs. However, looking into the overall picture presented by the CSOs, despite the threats and the weaknesses, strength and opportunities were strong enough to overcome threat. Most of the CSOs reflected weaknesses as the opportunity for people friendly development.

At the end of the first day session, two volunteers from the participants were asked to prepare a note on the day one happenings and present it in the day two morning session.

#### **Day Two**

The day two started with a very imaginative reporting of the day one. A scene of TV news was created as one of the volunteer sat in the studio and other was reporting from TARAGram on the Capacity Building workshop. They started with the highlights on the presentation note by Dr. Dannis Pain, DFIDI and Mr. George C Varughese, Development Alternatives. The reporting also touched upon the impact of the Resource Persons on the CSOs. After this day-one recap, the second day session started on the logical Framework Analysis by the Resource Person.

### 3.5 Session IV : Project Management

#### 3.5.1 Logical Framework Analysis (LFA)

The session started by identifying the problems. All participants were asked to identify problems. Then the identified problems were listed on the board and the resource person tried to arrange these problems systematically in a 'problem tree'. The idea of developing problems into tree was to identify the target for intervention. Panchayati Raj was identified as the key issue. Based on the problems related to panchayati raj, all the participants participated in developing 'solution tree'. The solution tree facilitated the participants to map the kind of intervention for effective panchayati raj. The exercise also helped the CSOs to strategies action plan. After this exercise, a stakeholder analysis was done on social unrest. Based on understanding of stakeholder analysis, project was developed keeping goals as improving social harmony.



#### Rural Fellowship Programme - Ford Foundation

After , tea break, a representative of Ford Foundation was invited to shared about the Ford Foundation International Fellowships Program for 2003. She explained the participants about the process, eligibility criteria ( residents of Bihar, Jharkhand, Rajasthan , Uttar Pradesh and Uttaranchal) and the subject of study. The platform was primarily used to disseminate information about the programme due to overlap of the area between the PACS and Fellowship programme.

#### 3.5.2 Indicators and Milestones

The session was designed to understand role of monitoring and evaluation on soft issues and to develop input, output and process indicators. The resource person explained the participants about the method and purpose of monitoring and evaluation. He also explained the difference between appraisal, monitoring and evaluation. Apart from, monitoring as a tool to assess and understand the gaps in project implementation, the session also focused on various kinds of indicators and its significance. After a detail explanation, a case study was taken to understand and develop these indicators. The exercise involved participants in developing indicators.

#### Day Three

#### 3.6 Session VI: CSO Capacity Building Needs Assessment

MC presented the framework for capacity building based on the needs identified. The framework defined the objectives of the capacity building exercise and identified different areas of intervention which need capacity building measures by the MC. The framework

defined different areas of intervention to build the capacities of the CSOs; kind of processes required and expected outcomes. CSO representatives agreed upon the kind of interventions as envisaged in the framework (See Annexure...).

### **3.7 Session VII: Financial Management and Reporting**

In this session, MC explained the salient features of CSO financial management manual (FMM) and addressed the problems faced by the CSOs both in accounting and reporting. Some of the key points MC explained on Fund Flow mechanism and process of Fund Requisition. Based on feedback, MC clarified on Fund Flow mechanism, Financial Reporting and the Accounting systems, and explained how to calculate bank interest. MC advised the CSOs to avoid cash payments and discussed on issues related to FCRA norms.

MC stressed on completeness and timeliness of the reports. It was felt that the CSO financial management manual should be translated into Hindi for effective use. MC assured to translate the Manual into Hindi with the help of CSO partners.

### **Note on Evolution of NGOs and Social Exclusion**

Girish Menon of DFIDI, after the sessions took the initiative to share his views and understanding on the evolution of development initiatives among NGOs evolved the course of time. There were four phases of development 1) Welfare – the primary focus was well being, 2) Development- the focus was on outcomes, 3) Empowerment – Institution Building and Rights Based – Entitlements. Further the concept of Entitlements was elaborated on three levels 1) Participation – the focus was on process, 2) Inclusion – social exclusion and Obligation – Role of state. On the later part of his presentation he focused on the social exclusion; whom and how. Various target groups were identified like dalits, tribals, women, landless labour, unorganised labour, street and working children, Bonded labour, HIV+, Disabled, Victims of conflict/disaster. Some of the ways for social cohesion among these groups are; strengthening of PRIs, participatory planning, BPL Survey, Civil registration, sensitisation processes (people representatives (MP/MLA/PRI), Bureaucrats and media.

### **PACS Management Structure**

Ms. Kiran Sharma, Manager PACS programme described the new management structure being put in place by the MC. MC team has distributed area (State Anchor) and issues (Theme Anchor) among the core team. The state anchor and the theme anchor will coordinate overall project interventions. MC has empanelled state based consultants to appraise projects, undertake supportive supervision and monitor the projects and identified Resource persons to undertake capacity building of the CSO partners. The note also highlighted the need for appropriate documentation practices for effective learning and sharing.

## THE WAY FORWARD

The recommendations were considered for the next proposed workshop series. It was evident that the success of the whole exercise lies in the fact that the workshops remain participatory.

Low participation of women representatives in the workshop was one of the important concern. It reflected the position of women in the NGO sector, as the participants were the head of the CSO and the project coordinators. To build the capacity of women, it was decided that the state based workshops should involve women.

Most importantly it was felt by all the participants that the workshop brought together learning's and initiated a process to established a platform for CSOs from six poorest states to strengthen their capacities. This will enable the programme to achieve its larger objectives.